

16 July 1970

MEMORANDUM FOR: Executive Director

SUBJECT: Speaking Commitments of Senior CIA Officials

1. The Director of Training has reported that the three top Agency officers made at least 14 speaking appearances at U. S. Government service schools (War Colleges, Senior Seminar and FEI) during FY 1970. This was an increase from 8 such appearances in FY 1969. In addition the DDCI and the Executive Director have shared responsibility for hosting the nine annual sessions with the Brookings groups of business executives. The DDCI has also in the last year addressed the Armed Forces Staff College (twice), the DIA Intelligence School (twice) and the National Interdepartmental Seminar (FSI).

2. Since the Director desires to limit the number of his speaking engagements and those of the DDCI and Executive Director, I suggest that guidelines be established which reduce or eliminate acceptance of commitments to speak to relatively junior Government employees outside the Agency. There are likely to be exceptions to any rule, but acceptance of such guidelines should furnish a rational basis for limiting commitments.

3. I suggest that the Director concentrate on the Senior Seminar and the National War College classes. The Deputy Director should concentrate on classes at the three Service Colleges and the Industrial College of the Armed Forces. The Executive Director would be the principal officer for handling the FEI and Brookings engagements (nine Brookings sessions annually), although he would split these with the DDCI. In practice, all the above speaking engagements should continue to be shared among the top three officers depending on timing, circumstances, and the Director's preference. The main change would be to shift those commitments not mentioned above to other Agency officers or discontinue them.

4. One of the factors contributing to the increased number of demands on the DCI, DDCI and ExDir is the sponsorship of annual "Strategy Seminars" by the National War College and the three Service War Colleges. Each year War Colleges invite the Director to speak to their seminars. The National War College holds the "Defense Strategy Seminar" in June for senior Reserve and National Guard officers together with a smaller number of regular officers from the Services. The current National War College class does not participate. The Strategy Seminars at the Service War Colleges generally include the War College class plus about one hundred distinguished guests from all walks of life -- business, the professions, press, clergy, local government, etc. These groups could be important from a public relations standpoint because the guests can carry an impression of the Agency back to their home communities. For this reason it is desirable that the Agency be represented by a knowledgeable and senior speaker if the invitation to address the seminar is accepted. On the other hand, the subjects which the seminar staffs propose for Agency speakers are not always suitable, and the participation of outside guests (they are given nominal Secret clearances) limits the quality of information that can be used in addressing the seminars. On balance, I do not believe that there is sufficient advantage to the Agency to warrant acceptance of speaking engagements at the seminars by the DCI, DDCI or ExDir. I also question whether the Agency should participate on any level in what are essentially Service public relations activities. If we do participate, the Agency speaker should talk on a subject such as "The Role of Intelligence in the National Security Process" and generate some public relations in the Agency's interest.

5. Another marginal commitment is the semiannual engagement at the Armed Forces Staff College. It is unnecessary for the top three Agency officers to speak there. General Cushman served on the faculty and has a personal interest in the school. I believe, however, that this is a commitment that should be shifted to the Deputy Director or Office Director level.

6. I do not recommend that the DCI, DDCI or ExDir accept invitations to address the DIA Intelligence School graduates, the National Interdepartmental Seminar for training officers (FSI), or the various Agency orientation programs for NSA, JCS/DIA, Project Useful, etc. Assignment of speakers at the above courses should be recommended by the Director of Training from a roster of Agency speakers and approved by the Executive Director.

7. The above suggestions will reduce considerably the involvement of the DCI, DDCI and ExDir in outside speaking commitments and concentrate their effort where the benefit to the Agency is highest and most immediate. The next requirement is to develop a stable of senior speakers at the Deputy Director and Office Director level who can speak knowledgably and effectively about the Agency and the role of Intelligence in the policy-making process, as well as on matters of substance. R. J. Smith has had considerable experience in this and he is excellent. Ed Proctor has done some of this as well. Carl Duckett is very good. Bruce Clarke generally talks about substantive matters, but his presence is excellent and he should be able to handle general presentations very well. Dick Lehman and Hank Knoche could probably be brought into a more active speaking role. [redacted] Harry Eisenbeiss, 25X

X1 [redacted] have had broad general experience and have the temperament to represent the Agency effectively as speakers. These officers are sufficiently close to the main stream of Agency work to speak knowledgably and authoritatively about the workings of the Intelligence Community and its role in support of policy. The Deputy Directors should be asked to recommend the candidates for speaking assignments. They know their people, and their support is essential for the best results. Briefing officers from the Office of Training could assume responsibility for more of the Agency's orientation briefing commitments. In this connection it is important that the Office of Training briefers take pains to keep abreast of the latest developments in the Agency's support to the Government's national security mechanism. This is a dynamic process, and it is essential that the briefings be up to date.

8. While the burden of outside speaking engagements should be reduced for top Agency officers, it is essential that the DCI, DDCI and ExDir continue their efforts to come in contact with Agency employees in forums such as the Mid-Career Course and the MAG.

9. If you approve the approach outlined above, the attached memorandum for your signature presents the Director with a basis for allocation of speaking commitments among senior Agency officers.

[redacted] 25X
EA/DDCI

Attachment as stated.

MEMORANDUM FOR: The Director

SUBJECT: Allocation of Outside Speaking Commitments
Among Senior Agency Officers

1. I suggest that the number of outside speaking engagements accepted by the Director, the Deputy Director or the Executive Director be limited by concentrating on engagements where the benefit to the Agency is highest and most immediate. Responsibility for addressing less important groups should be shifted to qualified senior officers at the Directorate and Office Chief levels. The recent increase in speaking engagements by the top three Agency officers has resulted from accepting more bids from these marginal groups and from the annual "Strategy Seminars" sponsored by the War Colleges.

2. The following suggestions apply to the Agency's responses to invitations to the Director or Deputy Director to speak as the CIA spokesman. Other senior CIA officers may also be invited to speak on specific topics such as the Soviet naval threat, etc.

3. Speaking engagements at the senior schools should continue to be shared among the top three officers depending on circumstances and the Director's preference. As a general rule, I suggest that the Director concentrate on the Senior Seminar and the National War College. The Deputy Director should concentrate on classes at the three Service War Colleges and the Industrial War College. The Executive Director would split the Federal Executive Institute and Brookings engagements with the Deputy Director.

4. I also suggest that invitations to the Director or Deputy Director to speak at the Armed Forces Staff College be handled by one of the Directorate or Office heads. The "Strategy Seminars" at the War Colleges should be treated similarly if our continued participation is desirable at all, which I doubt.

5. Attached is a chart which I suggest we use to allocate the work.

L. K. White

Attachment as stated.

Allocation of Speaking Commitments for the
Year Beginning in September 1970

Speaking Engagements

Speaker

Senior Seminar in Foreign Policy	DCI___	DDCI___	ExDir___
National War College	DCI___	DDCI*___	ExDir___
Industrial College of the Armed Forces	DCI___	DDCI*___	ExDir___
Army War College	DCI___	DDCI___	ExDir___
Navy War College	DCI___	DDCI___	ExDir___
Air War College	DCI___	DDCI___	ExDir___

*DDCI to address joint group on 16 October 1970

Brookings Institution (9 a year)	DDCI and ExDir plus the Deputies
Federal Executive Institute	DDCI and ExDir

Annual "Strategy Seminars" sponsored
by the three Service War Colleges and
the National War College for senior
reserve officers and/or prominent
civilian friends of the Service

Senior Agency officers (but not
Top 3) or discontinue
participation

Armed Forces Staff College

Senior Agency officer (not
Top 3)

DIA Intelligence School Graduation

Assigned by ExDir
(This should really be
handled by a DIA General
or Flag Officer)

National Interdepartmental
Seminar (FSI)

Assigned by ExDir

Orientation Programs for officers
from NSA, JCS/DIA, Project
Useful, etc.

Assigned by ExDir

Conferences sponsored by major
military commands

To be determined on ad hoc
basis

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
<input type="checkbox"/>	UNCLASSIFIED	<input type="checkbox"/>	CONFIDENTIAL
<input type="checkbox"/>		<input type="checkbox"/>	SECRET
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Colonel White		
2			
3			
4			
5			
6			
<input type="checkbox"/>	ACTION	<input type="checkbox"/>	DIRECT REPLY
<input type="checkbox"/>	APPROVAL	<input type="checkbox"/>	DISPATCH
<input type="checkbox"/>	COMMENT	<input type="checkbox"/>	FILE
<input type="checkbox"/>	CONCURRENCE	<input type="checkbox"/>	INFORMATION
<input type="checkbox"/>		<input type="checkbox"/>	PREPARE REPLY
<input type="checkbox"/>		<input type="checkbox"/>	RECOMMENDATION
<input type="checkbox"/>		<input type="checkbox"/>	RETURN
<input type="checkbox"/>		<input type="checkbox"/>	SIGNATURE
Remarks: <p style="text-align: center;">Attached for your consideration are thoughts on how to allocate outside speaking engagements among the most senior CIA officers and to reduce the number of speaking commitments undertaken by them.</p> <div style="border: 1px solid black; height: 100px; width: 150px; margin: 20px auto;"></div>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
EA/DDCI			16-7-70
<input type="checkbox"/>			SECRET

UNCLASSIFIED

Approved For Release

INTERNAL
USE ONLY

2005/05/16 : CIA-RDP80M01748A001500040017-6

CONFIDENTIAL

SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

External Presentations by Senior CIA Officials

FROM:		EXTENSION		NO.
DTR 819, 1000 Glebe		<div></div>		DTR-5055
TO: (Officer designation, room number, and building)		DATE		COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
		RECEIVED	FORWARDED	
1.	DD/S 7D-26, Hqrs.	10 June 70 RB		
2.				
3.	ER 7E-12, Hqrs.	6/10/70 AR		
4.				
5.	Ex. Dir. - Compt. 7D-59, Hqrs.	6/10		
6.				
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70-2346

DTR-5055

Executive Registry

70-3047

05 JUN 71

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : External Presentations by Senior CIA Officials

1. In FY 1969, there were 17 appearances at the War Colleges, Senior Seminar, and FEI by senior CIA officials (defined as those who attend the Director's morning meeting). The number rose to 22 in FY 1970. Of these 22 presentations, 14 were given by the DCI, DDCI, or ED-C. This is where all the increase took place, from 8 in FY 1969 to 14 in FY 1970, a 75% increase in one year for these three. (See attachment.) It is also possible that some appearances have not been reported to us and are unrecorded here.

2. There are also special programs put on at Headquarters for non-CIA groups which involve the participation of senior officials. The Brookings sessions are an example, but there are others. If we add these appearances and include the assistant deputy directors, who are frequently called on to fill in for the deputies, we note an overall increase of 35% in frequency of participation, from 75 appearances in FY 1969 to 101 in FY 1970.

3. If the Director wishes to limit the number of his appearances, I recommend a concentration on the National War College and the Senior Seminar. If you and General Cushman wish to cut down on the number of your speaking engagements, it is possible to find other speakers for some of the programs. Where the subject is substantive or technical, we can draw on the appropriate experts. In this connection, two who combine expertise with outstanding speaking ability are Carl Duckett and Bruce Clarke. Where the subject is the Role of CIA, I would recommend [REDACTED] 25X
When a special group from the Air War College came to Headquarters in May,

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GROUP 1
Excluded from automatic
downgrading and
declassification

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- 2 -

X1

[redacted] and Clarke both gave presentations that were so well received that the group recommended to the Commandant that they be included in the regular curriculum of the College. There is a good deal of talent in the Agency that can be utilized without having to burden its top executives with more speaking engagements than may seem desirable to them.

[redacted]

25X

Director of Training

Att

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Number of Individual Appearances in External Programs
by Senior CIA Officials *

	<u>FY 1969</u>	<u>FY 1970</u>
I. War Colleges, Senior Seminar, & FEI		
DCI	3	4
DDCI	2	6
ED-C	3	4
Other Senior Officials	9	8
	<hr/>	<hr/>
TOTAL	17	22
II. Brookings		
TOTAL	38	48
III. "Useful", JCS-DIA, NSA, Other		
TOTAL	20	31
	<hr/>	<hr/>
GRAND TOTAL	75	101

* CIA Officials: DCI, DDCI, ED-C, Deputy Directors and their Assistants, and heads of OCI, ONE, and SAVA.

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Director of Training

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